

MEMORANDUM FOR: Deputy Director for Administration

THROUGH: ADDA
EO/DDA

FROM:
DDA Management Staff

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SUBJECT: Office Five-Year Plans

1. Attached herewith are the Office plans submitted in response to your request. I have reviewed each plan and feel that they represent a good step in the right direction. I feel that each plan coordinates and channels Office thinking into a five-year mode. However, the plans appear to be very basic and general. It would seem that the Offices could have come up with more specific items tied more closely to the goals set forth in your requirements paper. For instance, I cannot find a direct correlation in the plans submitted to your requirement that the Directorate rekindle an esprit de corps, a teamwork approach, and a deep sense of pride in self and mission accomplishment. Nobody has identified a procedure for reviewing current operations to see where resources can be cut and the savings applied to new initiatives. In addition, there may be items not addressed in the plan which would be more correctly applied as Directorate objectives; that is, an objective placed on each Office by you to work towards returning to the DDA command and control of traditional support services which, due to budget and personnel constraints, have been abrogated to the other Directorates.

2. It could be argued that the Offices have taken the easy way out and submitted as goals and objectives those activities which are easily attainable and have ducked some of the harder issues. Some examples of goals that we could task the various Offices for are:

a. OL - OL should formulate building and renovation requirements on a yearly basis the same as Communications does for the Communications requirements. Based on this exercise, Logistics could then budget for Agency-wide real estate requirements.

b. ODP and OC could be tasked with setting and enforcing Agency-wide standards for computer and communications equipment, software, interfaces, protocols, and systems.

c. OIS could be tasked with exploring a system to more effectively efficiently store information. This could be done in conjunction with an effort to automate and standardize all Agency registries, some of which are now under DDO and DDS&T control.

Attachment B

GOALS

1. Personnel is the single most important resource of the Directorate. Consequently, our primary goal is to create a work environment wherein our people are encouraged to develop as individuals and are given opportunity to attain their fullest potential. We must manage an effective career development system which is multi-faceted, maximizing the potential of the employee as well as his/her contribution to the Organization. Each Office shall establish a dynamic personnel management process which provides effective career management for all employees. This process will respond to the changing needs of the Agency and the intelligence profession; develop programs which meet component needs; and establish realistic succession planning for senior management positions. EEO, affirmative action programs, and training shall be incorporated into this goal.

2. In conjunction with our primary goal and of equal importance, each Office shall instill in its employees a renewed sense of discipline and dedication to the high standards and principles espoused by the Agency, particularly in the areas of personal integrity and security. Our objective is to stop the deterioration in security attitudes which have eroded the effectiveness of our mission over the past decade. In addition, we must rekindle an esprit de corps, a teamwork approach, and a deep sense of pride in self and mission accomplishment to sustain our personnel, not only throughout their Agency careers, but also during their post employment years.

3. Maximize the effective utilization of existing facilities and space while taking appropriate action for additional needs. Each manager shall give special attention (over and above the general scope of Logistics' responsibility) to the cleanliness and safety of the working environment. There shall be a clear recognition of the interdependence of health and safety on our productivity. The working environment shall be managed and maintained in such a manner that it is conducive to improve morale and that it enhances the efficiency of our activities.

4. All Directorate activities shall be conducted in an efficient manner with emphasis upon streamlining records holdings, reducing waste, avoiding duplication of efforts, using cost savings techniques, and maximum utilization of existing resources. To accomplish this, we must anticipate and

aggressively pursue developing requirements and formulate improved mechanisms for inter-and intra-Directorate coordination.

5. Make preparations for supporting unanticipated world-wide intelligence demands and requirements caused by a surge in collection and/or analysis efforts.

6. The Directorate will pay appropriate attention to utilizing R&D programs to exploit "state-of-the-art" capabilities and to ensure that Directorate support is second to none. We must also ensure proper planning for the recapitalization of resources so that the Directorate will fulfill projected missions and functions in a modern and efficient manner.

7. Establish Disaster/Emergency Planning which focuses attention on contingency planning and develops mechanisms and procedures which will maintain essential support capabilities under adverse conditions. The Directorate must prepare for the continuity of essential functions during periods of national emergency and for the relocation and/or reconstitution of Agency elements.

8. The Directorate's mission in providing services of common concern in a prompt and efficient manner must be emphasized. Directorate support activities must be responsive, innovative, and timely. Our support endeavors will enhance, not impede, the efficiency of Agency operations and assist the accomplishment of its mission.

9. Eliminate those areas of duplication which occur in providing services of common concern. Particular attention should be paid to services provided to our Agency by other government organizations. In addition, identify those areas which could be performed more efficiently by contracting to the commercial market.